Overview: Developing a WFP Evaluation Plan

In putting together your WFP Evaluation Plan, you will map out how you'll actually measure the success of your Workforce Planning – the success of both the *planning process itself* and the *results of the process*. To do this, you will identify:

1. The *scope* of your workforce plan.
2. The *objectives* you hope to accomplish with your workforce plan and each WFP step.
3. The *performance measures* you'll use to evaluate the success of your workforce planning process and its outcomes.
4. The *resources* you'll use to accomplish your WFP objectives.

Scope

In developing your WFP strategic plan, you will have identified the overall scope of your WFP efforts, including:
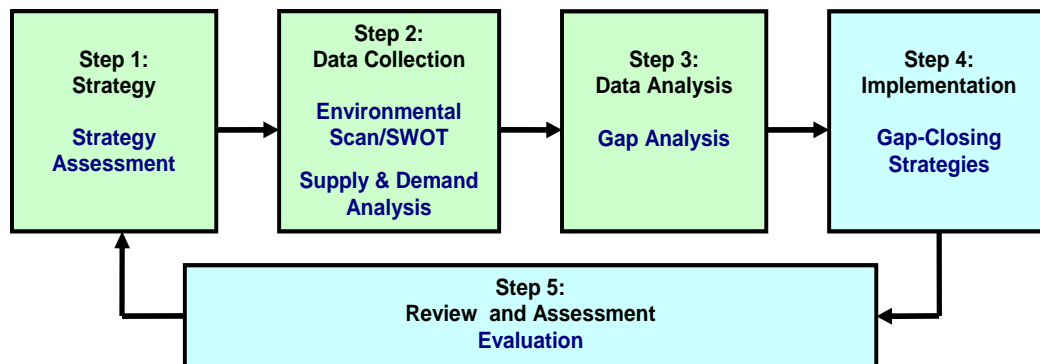
- How extensive your plan will be and how long it will take to implement. Your Workforce Planning model may be implemented agency wide, in a specific unit of your agency or for a specific job classification.
- Keeping your strategies to a manageable number and prioritize them so that you can focus your agency's resources on the most important strategies first.

Objectives

Workforce Planning evaluation requires that you examine both the WFP *process* and the *results* of the process. The types of Workforce Planning objectives that you'll evaluate fall into these two categories.

1. **WFP Process Objectives**. These objectives largely measure the *Project Management* aspects of Workforce Planning. Examples of these include:
   - We will complete our WFP implementation within 18 months.
   - No more than two percent of the overall hours to implement the Workforce Plan will come from external/contract staff.
   - We will only use external/contract staff for WFP Step 1 – Strategic Planning.
   - Manager-level and above staff should have real-time knowledge of where they fit into WFP implementation and whether the WFP process is on track.

2. **WFP Results Objectives**. In measuring the *results* of your workforce plan, you'll examine both the results of *specific WFP steps*, and the *end results of the entire plan*.

   The diagram below illustrates each WFP step. In the case of Workforce Planning, the end results of the entire plan are also the results from Step 4 – Implementing your Gap-Closing Strategies.

Workforce Planning Steps

| Step 1:
Strategy

Strategy Assessment | → | Step 2:
Data Collection

Environmental Scan/SWOT

Supply & Demand Analysis | → | Step 3:
Data Analysis

Gap Analysis | → | Step 4:
Implementation

Gap-Closing Strategies |

Step 5:
Review and Assessment
Evaluation

Examples of results objectives include:

- **Strategy (Step 1)**: We will integrate Workforce Planning fully into the agency's overall strategic planning process.
- **Data Collection (Step 2)**: We will project staffing needs for frontline workers for the next three fiscal years.
- **Data Analysis (Step 3)**: We will identify new job competencies to meet our organizational goals.
- **Gap-Closing Strategy (Step 4)**: We will reduce frontline staff turnover by ten percent within one year of completing implementation of our workforce plan.
- **Gap-Closing Strategy (Step 4)**: We will improve job fit among juvenile justice workers – we will train existing staff and hire new staff whose skills are better aligned with the work they actually do.

Worksheet – Developing SMART Objectives

Thinking carefully about what you'd like to accomplish and setting SMART goals will help you develop a successful Evaluation Plan. SMART is a common acronym which describes the characteristics of effective goals or objectives including:

- S – Specific
- M – Measurable
- A – Achievable
- R – Relevant
- T – Time-bound

The tables below show examples of SMART goals for WFP Project Management and for Gap-Closing Strategies:

- **WFP Project Management Objective**: We will use external/contract staff only for WFP Step 1 – developing Strategic Plan; no more than two percent of the overall hours to implement the Workforce Plan will come from external/contract staff. Contract staff will help us complete our Strategic Plan within nine weeks of initiating WFP process.

SMART Characteristic	SMART WFP Project Management Objective	
	No	**Yes**
S – Specific	We will rely on internal staff for implementing most of the WFP steps.	We will use external/contract staff for WFP Step 1 only.
M – Measurable	We will limit the use of external/contract staff.	No more than 2% of total man hours necessary to implement WFP will come from external/contract staff.
A – Achievable	We will not use/plan for use of contract staff unless necessary and then only on an ad hoc, as-need basis.	We will (plan to) use contract staff for WFP Strategic Planning.
R – Relevant	HR and upper management will conduct panel interviews to hire contract staff.	We will use external/contract staff only for WFP Step 1 – developing Strategic Plan.
T – Time-bound	The Strategic Planning will be completed first.	The Strategic Plan will be completed within nine months of initiating WFP process.

- **Gap-Closing Objective**: We will reduce frontline staff turnover by ten percent within one year of completing implementation of our workforce plan.

SMART Characteristic	SMART Gap-Closing Objective	
	No	Yes
S – Specific	Reduce turnover.	We will reduce frontline staff turnover.
M – Measurable	Reduce turnover significantly.	We will reduce frontline staff turnover by 10 percent.
A – Achievable	None of the newly-hired workers will leave the agency.	We will reduce overall frontline staff turnover by 10 percent.
R – Relevant	We will lower frontline staff turnover to below that for administrative support workers.	We will reduce frontline staff turnover by ten percent within one year of completing implementation of our workforce plan.
T – Time-bound	Reduce turnover quickly.	We will reduce turnover within 1 year of completing implementation of workforce plan.

Performance Measures or Metrics

In evaluating *results*, it's helpful to group performance measures into three categories: *Numbers* or *Counts*, *Outcomes* and *Attitudes*.

Typically, organizations don't include *Attitudes* in their performance measures, but it's an important metric for gauging the success of your WFP efforts. A common method for capturing attitudes is to use surveys. Three examples include:

- Surveying your hiring supervisors each year about their experiences and attitudes about the past year's recruitment, hiring, retention, promotion, and other WFP efforts.
- Conduct an annual review of staff exit interviews to help you understand why employees leave your agency. For examples and guidelines on how to develop exit interviews, see the *Turnover Tool Kit*.
- Conduct focus groups or staff surveys to determine changes in job satisfaction, the effectiveness of training in helping employees feel better prepared to do the job, turnover intentions, morale, etc.

The table below illustrates some examples of the four types of performance measures for monitoring the outcomes of WFP steps and Gap-Closing Strategies.

Measuring WFP Results – Sample Performance Measures

Performance Measure Type	Performance Measures for Results of WFP Step	Performance Measures for Results of Workforce Plan (Gap-Closing Strategies)
Numbers or Counts	- **Gap Analysis**: Number of positions in agency where a competency gap exists - **Strategy**: Number of members on WFP Team - **External Scan**: Number of sources for collecting external workforce data - **SWOT Analysis**: list of agency's top 5 strengths, weaknesses, opportunities, threats relating to the workforce	- Number of staff who received training - Number of new qualified applicants in the hiring pool - Number of college recruitment sessions we conducted in the 1st six months of year
Outcomes	- **Internal Scan**: IT department's capacity to provide useful WFP data/ improved data collection – develop automated workforce demographic report - **SWOT Analysis**: Able to improve agency's areas of weakness. How?	- Percentage reduction in unwanted turnover among frontline workers - Frontline staff better prepared to serve their clients. How? - Able to fill vacancies faster? By how much?
Attitudes	- **Strategy**: Union, university partners and others feel they have a stake in WFP strategy	- How do staff feel about the changes we've implemented with WFP? - Do managers believe their staff are better prepared to do their jobs?

CPS Human Resource Services

For more examples of Workforce Planning performance measures by the US Office of Personnel Management, see Appendix A – OPM Workforce Planning Key Elements and Performance Indicators.

Resources

- It's crucial to identify who will be responsible for each of your WFP outcomes, and where you'll need coordination among different parts of your organization or with different agencies.
- Identify the people and skills required and available to develop and implement your workforce plan, and for the planning process over time.
- Determine what other resources (databases, websites, structured templates, sample plans) are currently available and what you'll need to build from scratch.
- Pay close attention to technology and automation issues early in your WFP process, including defining system requirements and standardization issues. Other key automation issues you'll need to address early include:
  - Who are the users?
  - Who is going to update the database?
  - What skills will those updating the database need?
  - How often should updates be done?

Funding

Implementing your Workforce Planning objectives should be an integral part of your agency's budget process. This should include dedicating the funds necessary from year to year to implement the gap-closing strategies you've identified. Workforce Planning provides a sound basis to justify budget and staffing needs.

In order to ensure that your Workforce Planning continues to be funded, you'll need to demonstrate that the benefits of WFP outweigh any costs incurred. One way to gauge how much Workforce Planning will cost is to ask other agencies what it cost them to conduct their WFP efforts.

You can also use the data and information you gather during the Assessment Phase to determine how expensive it would be to *not* implement Workforce Planning. For example, you can calculate how much unwanted turnover is costing your agency, and then determine how much it would cost to develop specific turnover-reduction strategies. By comparing the two, you'll be able to calculate a basic "return" on your Workforce Planning investment. (See the *Turnover Tool Kit* for more details on how to do this.)